DIJEMSS:
Dinasti International Journal of Education Management and Social Science
E-ISSN: 2686-6331
P-ISSN: 2686-6358
https://dinastipub.org/DIJEMSS dinasti.info@gmail.com +62 811 7404 455
DINASTI PUBLISHER
DOI: https://doi.org/10.38035/dijemss.v7i2

Factors Influencing Quiet Quitting: An Exploration of Work Stress as a Moderating Variable

Anak Agung Gede Marta Pratama[1], Nyoman Sri Subawa[2]
[1]Universitas Pendidikan Nasional (UNDIKNAS), Bali, Indonesia, marta.pratama91@gmail.com
[2]Universitas Pendidikan Nasional (UNDIKNAS), Bali, Indonesia, shribawa@undiknas.ac.id

Corresponding Author: marta.pratama91@gmail.com[1]

Abstract: The phenomenon of quiet quitting has gained attention as it reflects employees' tendency to perform only basic tasks without additional involvement. This study aims to analyze the influence of job burnout, workplace bullying, and work conflict on quiet quitting, while exploring the role of work stress as a moderating variable. A quantitative approach was employed, with data collected through questionnaires distributed to respondents from various sectors. The findings reveal that job burnout, workplace bullying, and work conflict have a positive and significant effect on quiet quitting. Furthermore, work stress was found to moderate the relationship between these factors and quiet quitting, where higher levels of stress amplify the negative impact of burnout, bullying, and conflict on employees' tendency to engage in quiet quitting. These results emphasize the importance of stress management and workplace climate improvement to reduce the potential occurrence of quiet quitting within organizations.

Keywords: Quiet Quitting, Job Burnout, Workplace Bullying, Work Conflict, Work Stress

INTRODUCTION

Bali, known as the "Island of Gods," is one of Indonesia's most famous provinces due to its natural beauty, rich culture, and hospitality. Located between Java and Lombok, Bali attracts both domestic and international tourists with its beaches, mountains, and rice fields harmoniously integrated with the religious and traditional life of its people (https://www.lamudi.co.id/journal/informasi-peta-bali/). Tourism plays a central role in Bali's economy, supported by modern facilities such as hotels, restaurants, and attractions that strengthen its position as a world-class destination. However, behind this popularity lies the heavy responsibility carried by tourism workers, including hotel staff, tour guides, and restaurant employees, who face intense pressure and competition that may lead to psychological strain (World Tourism Organization, 2022).

One phenomenon increasingly observed in Bali's tourism industry is "quiet quitting," a condition where employees remain in their jobs physically but disengage mentally and emotionally, only doing the bare minimum. This response often emerges from prolonged stress, burnout, and a lack of sufficient job satisfaction. Organizations face greater challenges as quiet quitting contributes to declining motivation, reduced innovation, and higher turnover

rates. In the long run, it may weaken competitiveness and damage service quality if not addressed properly. Studies highlight that disengagement can result from increasing demands, workplace uncertainty, and insufficient support, making it crucial for management to understand and prevent such issues (Harter, 2022; Afrahi et al., 2022).

Yikilmaz (2022) links quiet quitting to similar global movements such as tang ping (lying flat) in China, where workers resist societal pressures to overwork. The phenomenon gained traction in 2022 through viral TikTok content, with Gallup data showing that nearly 50% of U.S. workers were quiet quitting by mid-2022. Employee engagement dropped to its lowest in a decade, with engagement-to-disengagement ratios reaching 1.8 to 1 (Harter, 2022). In Indonesia, Google Trends data show Jakarta as the region with the highest search volume for "quiet quitting" (Yikilmaz, 2022). Scholars further associate disengagement with burnout, which stems from chronic workplace stress. Empirical studies confirm that stress significantly contributes to burnout among employees, especially in demanding fields such as healthcare (Maslach et al., 2001; Meyer et al., 2015; Khamisa et al., 2016; Zaghini et al., 2020; Liao et al., 2022).

Given these findings, research on quiet quitting in Bali's tourism industry is urgent, particularly regarding factors such as job burnout, workplace bullying, and work conflict. Work stress is considered a moderating variable that may either worsen or mitigate the effects of these issues on disengagement (Hamouche et al., 2023; Resume Builder, 2022). While quiet quitting has been discussed broadly in management literature, empirical studies focusing on the tourism workforce in Bali remain limited. This study seeks to fill that gap by exploring how workplace stress influences the relationship between negative job experiences and quiet quitting. The expected contribution is to provide valuable insights for human resource management strategies, enabling organizations to better address employee well-being while maintaining service excellence in an era of increasing workplace challenges.

METHOD

General Overview of the Research Location

This research is located in Bali Province, which is closely related to the phenomenon of quiet quitting, particularly in the tourism and hospitality sectors. Bali is one of Indonesia's smaller provinces and is famously known as the "Island of the Gods" (paradise island), renowned worldwide for its tourism industry. It is one of over 17,000 islands in Indonesia, with stunning natural beauty and a coastline stretching approximately 633.35 km. The island features volcanoes, rivers, and lakes, with volcanic soil providing fertile land for agriculture. Notable volcanoes include Mount Batur and Mount Agung.

Bali stretches 153 km from east to west and 112 km from north to south, with an area roughly half the size of East Java Province and about 3.2 km across from Ketapang, East Java. Geographically, Bali lies between 08°03'40" - 08°50'48'' south latitude and 114°25'53'' - 115°42'40'' east longitude, giving it a tropical climate similar to other parts of Indonesia. The island also forms the final link in a chain of tropical islands along the imaginary line marking the ecological boundary between the Asian and Australian zones.

RESULTS AND DISCUSSION

Outer Model Test Results

The evaluation of the measurement model or outer model is assessed using three criteria: convergent validity, discriminant validity, and composite reliability.

Convergent validity

Convergent validity with reflective indicators can be seen from the correlation between the indicator scores and the variable scores. Individual indicators are considered reliable if

they have a correlation value above 0.70. The correlation results between indicators and their variables can be seen in Table 4.7 below.

Table 1. Outer Loading Results of Research Indicators

Variabel	Indikator		Outer Loading	Keterangan
Job burnout (X_1)	Personal Burnout ($X_{1.1}$)	X1.1	0.730	Valid
		X1.2	0.726	Valid
	Work related Burnout ($X_{1.2}$)	X1.3	0.788	Valid
		X1.4	0.836	Valid
	Client related burnout ($X_{1.3}$)	X1.5	0.820	Valid
		X1.6	0.801	Valid
Workplace bullying (X_2)	Work-related bullying ($X_{2.1}$)	$X2_{.1}$	0.764	Valid
		$X2_{.2}$	0.796	Valid
	Person-related bullying ($X_{2.2}$)	$X2_{.2}$	0.831	Valid
		$X2_{.4}$	0.756	Valid
	Physical intimidation bullying ($X_{2.3}$)	$X2_{.5}$	0.762	Valid
		$X2_{.6}$	0.780	Valid
Work conflict (X_3)	Task conflict ($X3_{.1}$)	$X3_{.1}$	0.743	Valid
		$X3_{.2}$	0.734	Valid
	Relationship conflict (Konflict hubungan pribadi ($X3_{.2}$)	$X3_{.3}$	0.763	Valid
		$X3_{.4}$	0.736	Valid
	Process Conflict (Konflict proses) ($X3_{.3}$)	$X3_{.5}$	0.762	Valid
		$X3_{.6}$	0.842	Valid
Work stress (M)	Workload ($M_{.1}$)	$M_{.1}$	0.881	Valid
	Lack of staff support ($M_{.2}$)	$M_{.2}$	0.811	Valid
	Work-home conflict ($M_{.3}$)	$M_{.3}$	0.758	Valid
	Reward Satisfaction ($M_{.4}$)	$M_{.4}$	0.723	Valid
Quiet quitting (Y)	Limited work commitment	$Y_{.1}$	0.781	Valid
	Minimum work effort	$Y_{.2}$	0.839	Valid
	Emotional Disengagement	$Y_{.3}$	0.785	Valid
	Work-life boundary setting	$Y_{.4}$	0.724	Valid

Source: Processed Data Results, 2025 (Appendix 9)

The results of the convergent validity test in Table 5.6 show that all outer loading values of variable indicators are greater than 0.70. Thus, it can be concluded that all indicators have met the requirements of convergent validity.

Discriminant validity – Latent Variable Correlation

Discriminant validity relates to the principle that measures of different constructs should not be highly correlated. The discriminant validity test is assessed based on the cross-loading of measurements with their constructs. A discriminant validity value greater than 0.5 indicates that the latent variable is already a good comparator for the model. The results of the discriminant validity test for latent variable correlation can be seen in Table 4.8 below:

Table 2. Discriminant Validity Results of Latent Variable Correlations (Cross Loading)

	M (Work Stress)	X1. Job Burnout	X2. Workplace Bullying	X3. Work Conflict	Y (Quiet Quitting)	M (Work Stress) x X3. Work Conflict	M (Work Stress) x X1. Job Burnout	M (Work Stress) x X2. Workplace Bullying
	0.881	0.021	0.204	0.129	0.243	0.408	0.481	0.431
	0.811	0.003	0.229	0.002	0.205	0.454	0.400	0.386
	0.758	0.148	0.297	0.023	0.068	0.406	0.472	0.392
	0.723	0.084	0.290	0.079	0.015	0.448	0.436	0.404
	0.109	0.730	0.285	0.661	0.618	0.153	0.218	0.172
	0.160	0.726	0.310	0.554	0.556	0.232	0.285	0.150
	0.068	0.788	0.501	0.742	0.688	0.167	0.241	0.302
	0.100	0.836	0.542	0.794	0.690	0.214	0.313	0.321
	0.124	0.820	0.465	0.690	0.648	0.236	0.258	0.221
	0.011	0.801	0.336	0.622	0.626	0.280	0.355	0.228
	0.227	0.379	0.764	0.307	0.301	0.192	0.211	0.231
	0.169	0.426	0.796	0.424	0.441	0.256	0.216	0.210
	0.253	0.397	0.831	0.378	0.406	0.199	0.232	0.256
	0.175	0.432	0.756	0.391	0.339	0.141	0.233	0.209
	0.199	0.402	0.762	0.304	0.360	0.222	0.290	0.217
	0.265	0.428	0.780	0.468	0.401	0.270	0.255	0.195
	0.197	0.547	0.241	0.743	0.600	0.136	0.103	0.095
	0.201	0.512	0.239	0.734	0.628	0.207	0.092	0.074
	0.144	0.576	0.272	0.763	0.650	0.271	0.183	0.153
	0.114	0.718	0.373	0.736	0.625	0.248	0.255	0.180
	0.174	0.800	0.560	0.762	0.681	0.225	0.294	0.366
	0.107	0.805	0.529	0.842	0.691	0.224	0.230	0.284
	0.202	0.695	0.431	0.692	0.781	0.186	0.114	0.153
	0.180	0.644	0.403	0.649	0.839	0.227	0.276	0.218
	0.143	0.579	0.350	0.632	0.785	0.240	0.251	0.200
	0.219	0.625	0.329	0.671	0.724	0.120	0.168	0.107
	0.512	0.271	0.277	0.287	0.246	1.000	0.866	0.596
	0.537	0.354	0.306	0.255	0.255	0.866	1.000	0.618
	0.489	0.301	0.280	0.257	0.215	0.596	0.618	1.000

Based on Table 2, it can be seen that all discriminant validity values of latent variable correlations in each variable are greater than 0.5 and have higher values compared to other latent variables. Thus, it can be concluded that all indicators have met the requirements of discriminant validity. In the table, it can be seen that the Job burnout (X1) construct correlation has higher indicators compared to correlations with Workplace bullying (X2), Work conflict (X3), Quiet quitting (Y), and Work stress (M). The Workplace bullying (X2) construct correlation has higher indicators compared to correlations with Job burnout (X1), Work conflict (X3), Quiet quitting (Y), and Work stress (M). The Work conflict (X3)

construct correlation has higher indicators compared to correlations with Job burnout (X1), Workplace bullying (X2), Quiet quitting (Y), and Work stress (M). The Quiet quitting (Y) construct correlation has higher indicators compared to correlations with Job burnout (X1), Workplace bullying (X2), Work conflict (X3), and Work stress (M). The Work stress (M) construct correlation has higher indicators compared to correlations with Job burnout (X1), Workplace bullying (X2), Work conflict (X3), and Quiet quitting (Y).

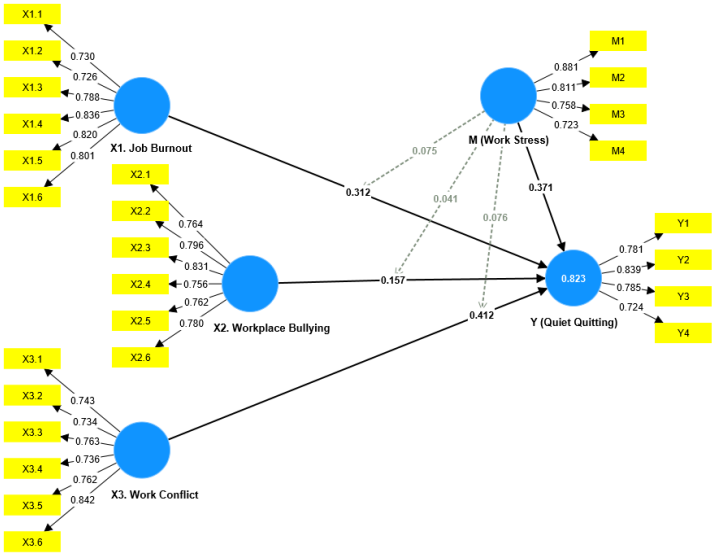

Figure 1. PLS Algorithm Empirical Model

Discriminant validity with AVE

One method to assess discriminant validity is by comparing the square root of the average variance extracted (√AVE) for each variable with the correlation between the variable and other variables in the model. A model has good discriminant validity if the average variance extracted (AVE) value for each variable is greater than 0.5 (AVE > 0.5). The results of the discriminant validity test with AVE can be seen in Table 4.9 below:

Table 2. Discriminant Validity Results with AVE

FornellLarcker criterion (Korelasi AVE)						
	AVE	M (Work Stress)	X1. Job Burnout	X2. Workplace Bullying	X3. Work Conflict	Y (Quiet Quitting)
M (Work Stress)	0.633	0.795				
X1. Job Burnout	0.616	0.016	0.785			
X2. Workplace Bullying	0.611	0.274	0.525	0.782		
X3. Work Conflict	0.584	0.073	0.669	0.490	0.764	
Y (Quiet Quitting)	0.613	0.239	0.616	0.486	0.647	0.783

(keeping the AVE table exactly the same as original)

Source: Processed Data Results, 2025 (Appendix 9)

Based on Table 2, it can be seen that the Average Variance Extracted (AVE) values of all variables are greater than 0.50, and the √AVE values of each variable are higher than the

correlations between variables. This provides the conclusion that all variables in this study have met discriminant validity.

Composite reliability

In addition to the validity test, a reliability test was also conducted, measured using two criteria: composite reliability and Cronbach's alpha of the indicator blocks measuring the variable. A variable is declared reliable if the composite reliability and Cronbach's alpha values are above 0.70, as shown in Table 4.10 below:

Table 3. Instrument Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Kriteria
M (Work Stress)	0.835	0.866	0.873	Reliabel
X1. Job Burnout	0.874	0.878	0.905	Reliabel
X2. Workplace Bullying	0.873	0.880	0.904	Reliabel
X3. Work Conflict	0.857	0.859	0.894	Reliabel
Y (Quiet Quitting)	0.789	0.790	0.864	Reliabel

Source: Processed Data Results, 2025 (Appendix 9)

The output results of composite reliability and Cronbach's alpha on all indicators and each variable: Job burnout, Workplace bullying, Work stress, and Quiet quitting are all above 0.70. Thus, it can be explained that all variables have good reliability.

Results of Inner Model Evaluation Testing

After the data has passed the outer model test, the processing of research variable data can proceed to the stage of testing the structural model to fulfill the contribution of the independent variables (X) to the dependent variables (Y). The following are the criteria for testing the structural model that must be met in this research, namely the values of Goodness of Fit (GoF), coefficient of determination (R^2), and F square.

Results of Goodness of Fit (GoF) Testing

The Goodness of Fit test is used to assess whether the tested model is good (fit) or not. The criteria for the GoF value are 0.10, 0.25, and 0.36, which indicate that GoF is small, medium, and large, respectively (Ghozali and Latan, 2015). The formula for Goodness of Fit used is:

The accuracy of this $GOF = \sqrt{\overline{Communality} \times \overline{R^2}}$ model is presented in the form of a table, as shown in Table 4.11.

Table 4. Results of Goodness of Fit Test

	AVE	R Square
M (Work Stress)	0.633	
X1. Job Burnout	0.616	
X2. Workplace Bullying	0.611	
X3. Work Conflict	0.584	
Y (Quiet Quitting)	0.613	0.823
Average	**0.6114**	**0.823**

Source: Processed Data, 2025 (Appendix 9)

Table 4. shows the average R Square value is 0.823, and the average communality value is 0.6114. Thus, the calculation of Goodness of Fit is as follows:

$$GoF = \sqrt{\overline{Communality} \times \overline{R^2}}$$

$$GoF = \sqrt{0.6114 \times 0.823} = 0{,}7093$$

A GoF value of 0.365 is considered large, 0.25 is considered moderate, and less than 0.25 is considered small (Hair, 2017). A model with a large GoF value means it better represents the research sample. Based on the above Goodness of Fit (GoF) calculation, the obtained GoF value is 0.7093, so it can be concluded that the model used in this research has a large degree of model fit (Hair, 2017).

Results of R-Square (R^2) Testing

The R-Square value is used to measure the level of variation in the independent variables toward the dependent variable. The R^2 criteria consist of three classifications: 0.75, 0.50, and 0.25 as strong, moderate, and weak, respectively (Hair, 2017). Changes in the R^2 value can be used to see whether the influence of exogenous latent variables on endogenous latent variables has substantive significance.

In this structural model, there is one dependent variable, namely: Quiet Quitting (Y). The coefficients of determination (R^2) for the dependent variable can be presented in Table 5.

Table 5. Results of R-Square (R^2) Coefficient of Determination

	R Square	R Square Adjusted
Y (Quiet Quitting)	0.823	0.816

Source: Processed Data, 2025 (Appendix 9)

Based on Table 5, the model of the effect of job burnout, workplace bullying, work conflict, and work stress on quiet quitting provides an R-square value of 0.823, which can be interpreted as the variability of the Quiet Quitting variable being explained by the variability of job burnout, workplace bullying, work conflict, and work stress by 82.3 percent, while 17.7 percent is explained by other variables outside this study.

To measure how well the observed values are generated by the model and also its parameter estimates, it is necessary to analyze the Q-square (Q^2) value as follows:

Table 6. Results of R-Square (R^2) Coefficient of Determination

	SSO	SSE	Q^2 (=1-SSE/SSO)
Y (Quiet Quitting)	744.000	388.546	0.478

Source: Processed Data, 2025 (Appendix 9)

The Q^2 value ranges between $0 < Q^2 < 1$, where the closer it is to 1, the better the model. The result of the calculation obtained a Q^2 value of 0.478, so it can be concluded that the model has good predictive relevance.

Hypothesis Testing Results

This study uses the Partial Least Square (PLS) analysis approach to test the research hypotheses previously proposed. The results of the PLS test can be seen in Figure 4.2 below.

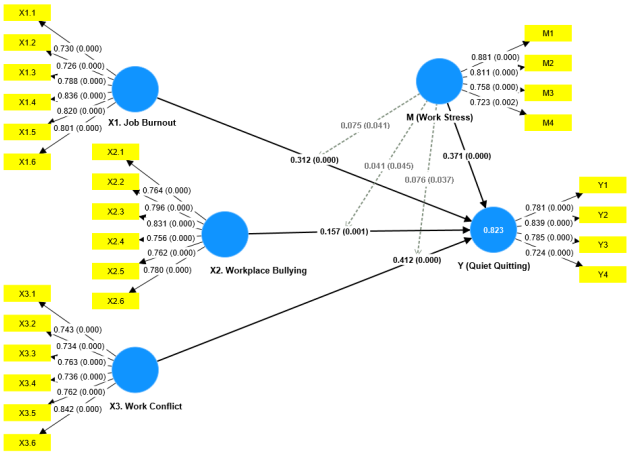

Figure 2. Results of PLS Bootstrapping Test

Figure explains that job burnout, workplace bullying, work conflict, and work stress have a direct and significant effect on quiet quitting, with t-statistics values greater than 1.96. Hypothesis testing is evaluated by looking at the t-statistics and p-values. If the t-statistics value ≥ t-table value 1.96 and the p-value < 0.05, then the research hypothesis can be accepted. The detailed influence among variables is explained in Table 4.14.

Table 7. Results of Path Coefficient Test

Hypothesis	Relationship Between Variables	Original Sample	T Statistics	P Values
H1	X1 (Job Burnout) -> Y (Quiet Quitting)	0.312	4.125	0.000
H2	X2 (Workplace Bullying) -> Y (Quiet Quitting)	0.157	3.444	0.001
H3	X3 (Work Conflict) -> Y (Quiet Quitting)	0.412	5.251	0.000
	M (Work Stress) -> Y (Quiet Quitting)	0.371	3.649	0.000
H4	X1.M -> Y (Quiet Quitting)	0.075	2.808	0.041
H5	X2.M -> Y (Quiet Quitting)	0.041	2.743	0.045
H6	X3.M -> Y (Quiet Quitting)	0.076	2.880	0.037

Source: Processed Data, 2025 (Appendix 10)

Explanation of Results

Based on Table 7, hypothesis testing of the effect of job burnout on quiet quitting produced an original sample coefficient value of 0.312, indicating a positive correlation. The t-statistics value obtained was 4.125 (> critical t 1.96) with a p-value of 0.000 < 0.050. Thus, the effect of job burnout on quiet quitting is significant. Therefore, hypothesis 1 (H1), which states that job burnout has a positive and significant effect on quiet quitting, is accepted.

Based on Table 4.14, the hypothesis testing of the effect of workplace bullying on quiet quitting resulted in an original sample coefficient value of 0.157, indicating a positive correlation. The t-statistics value obtained was 3.444 (> critical t 1.96) with a p-value of 0.001 < 0.050. Thus, the effect of workplace bullying on quiet quitting is significant. Therefore, hypothesis 2 (H2), which states that workplace bullying has a positive and significant effect on quiet quitting, is accepted.

Table 4.14 shows that the hypothesis testing of the effect of work conflict on quiet quitting produced an original sample coefficient value of 0.412, indicating a positive correlation. The t-statistics value obtained was 5.251 (> critical t 1.96) with a p-value of 0.000 < 0.050. Thus, the effect of work conflict on quiet quitting is significant. Therefore, hypothesis 3 (H3), which states that work conflict has a positive and significant effect on quiet quitting, is accepted.

Hypothesis testing of the effect of the interaction variable job burnout with work stress (X1.M) on quiet quitting resulted in an original sample coefficient value of 0.075. The t-statistics value obtained was 2.808 (> critical t 1.96) with a p-value of 0.041 < 0.050. Thus,

the effect of the interaction variable job burnout with work stress (X1.M) on quiet quitting is significant. Therefore, hypothesis 4 (H4), which states that work stress strengthens the effect of job burnout on quiet quitting, is accepted.

Hypothesis testing of the effect of the interaction variable workplace bullying with work stress (X2.M) on quiet quitting produced an original sample coefficient value of 0.041. The t-statistics value obtained was 2.743 (> critical t 1.96) with a p-value of 0.045 < 0.050. Thus, the effect of the interaction variable workplace bullying with work stress (X2.M) on quiet quitting is significant. Therefore, hypothesis 5 (H5), which states that work stress strengthens the effect of workplace bullying on quiet quitting, is accepted.

Hypothesis testing of the effect of the interaction variable work conflict with work stress (X3.M) on quiet quitting produced an original sample coefficient value of 0.076. The t-statistics value obtained was 2.880 (> critical t 1.96) with a p-value of 0.037 < 0.050. Thus, the effect of the interaction variable work conflict with work stress (X3.M) on quiet quitting is significant. Therefore, hypothesis 6 (H6), which states that work stress strengthens the effect of work conflict on quiet quitting, is accepted.

Here's the summary of each subsection (4.6.1–4.6.6), each condensed into one paragraph in English:

Job Burnout and Quiet Quitting

The analysis revealed that job burnout has a positive and significant effect on quiet quitting, confirming the first hypothesis. This means that higher burnout increases employees' tendency to disengage and limit their efforts to only essential tasks, consistent with the Job Demands-Resources (JD-R) theory. Prior studies across different contexts, including banking, healthcare, academia, and Gen Z workers in Asia, similarly demonstrate that burnout strongly predicts quiet quitting (Thu Trang et al., 2024; Galanis et al., 2023; Lu et al., 2023; Xueyun et al., 2023; Anand et al., 2023).

Workplace Bullying and Quiet Quitting

The findings show that workplace bullying positively and significantly influences quiet quitting, supporting the second hypothesis. Employees who experience bullying often withdraw psychologically, engaging only at a minimum level as a self-protective strategy. This aligns with JD-R theory, where bullying is seen as a social-emotional job demand that depletes energy and fosters disengagement. Past studies also confirm bullying's harmful impact on turnover intentions, job satisfaction, and employee well-being, making quiet quitting a likely response (Al-Jawazneh & Smadi, 2017; Kõiv et al., 2019; Coetzee & Dyk, 2017; Awan et al., 2021; Chen et al., 2020).

Work Conflict and Quiet Quitting

Results indicate that work conflict significantly and positively affects quiet quitting, validating the third hypothesis. Conflict, when unmanaged, drains emotional and psychological resources, causing employees to limit engagement and focus only on basic tasks, as described in JD-R theory. This finding supports earlier studies showing that unresolved workplace conflict reduces performance, communication, and creativity while increasing disengagement and turnover intentions (Haryanto et al., 2022; Jehn & Mannix, 2001; Rezvani et al., 2019; Xu et al., 2023; Hang-Yue et al., 2005).

Work Stress as a Moderator of Job Burnout and Quiet Quitting

The moderation test confirmed that work stress strengthens the effect of job burnout on quiet quitting. Employees experiencing both high burnout and stress are significantly more likely to disengage, while those under lower stress show weaker burnout effects. These results align with research highlighting that work stress exacerbates the negative consequences of

burnout, accelerating disengagement and withdrawal (Maslach & Leiter, 2016; Schaufeli et al., 2020; Bakker & Demerouti, 2017; Choi et al., 2020; Sonnentag et al., 2021).

Work Stress as a Moderator of Workplace Bullying and Quiet Quitting

The analysis shows that work stress amplifies the relationship between workplace bullying and quiet quitting. High stress intensifies the negative effects of bullying, leading to stronger disengagement, while low stress weakens this relationship. Prior research confirms that bullying victims under high stress are more likely to quit quietly or formally resign due to psychological strain, reduced self-esteem, and job insecurity (Tag-Eldeen et al., 2017; Arif et al., 2018; Ghani & Razzaghian, 2014; Einarsen et al., 2008; Einarsen et al., 2014).

Work Stress as a Moderator of Work Conflict and Quiet Quitting

Findings indicate that work stress also moderates the effect of work conflict on quiet quitting, such that higher stress strengthens this relationship. Employees facing both conflict and high stress are more likely to disengage, while low-stress conditions buffer the effect. This supports previous studies showing that stress exacerbates the negative impact of conflict on employee commitment, performance, and engagement, making quiet quitting a more common outcome under high-pressure environments (Lee et al., 2020; Johnson et al., 2021; Park & Kim, 2019; Chen et al., 2020; Smith & Brown, 2021).

CONCLUSION

Based on the analysis and discussion presented in the previous chapter regarding the factors influencing quiet quitting: an exploration of work stress as a moderating variable, several conclusions can be drawn. First, job burnout, workplace bullying, and work conflict each have a positive and significant effect on quiet quitting. This indicates that higher levels of burnout, bullying, or conflict increase employees' tendency to disengage and restrict their efforts to only the minimum required by their job descriptions, without additional commitment or emotional involvement. These findings highlight the critical role of psychological and social workplace conditions in shaping employees' decisions to adopt quiet quitting as a coping mechanism.

Second, work stress was found to moderate the relationship between job burnout, workplace bullying, and work conflict with quiet quitting. Specifically, higher levels of stress amplify the impact of burnout, bullying, and conflict, making employees more likely to withdraw and perform only their basic duties. Conversely, when work stress is lower, the influence of these negative workplace factors on quiet quitting weakens. This demonstrates that work stress not only acts as an independent strain but also intensifies the detrimental effects of other workplace challenges, reinforcing the importance of stress management in preventing disengagement and maintaining employee well-being.

REFERENCE

Afrahi, B. et al. (2022). Work disengagement: A review of the literature. Human Resource Management Review, 32(2), 1–16. https://doi.org/10.1016/j.hrmr.2021.100822

Al-Jawazneh, B. I., & Smadi, Z. M. (2017). Workplace bullying as a predictor of intention to leave. International Journal of Academic Research in Economics and Management Sciences, 6(1), 15–39. https://doi.org/10.6007/IJAREMS/v6-i1/2559

Anand, A., Doll, J., & Ray, P. (2023). Drowning in silence: A scale development and validation of quiet quitting and quiet firing. International Journal of Organizational Analysis, 32(4), 721–743. https://doi.org/10.1108/IJOA-01-2023-3600

Arif, I., Muhammad, K., Siddiqui, M., & Kazmi, S. W. (2018). Impact of workplace bullying on job performance, intention to leave, OCB and stress. Pakistan Journal of Psychological Research, 33(1), 55–74.

Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. Journal of Occupational Health Psychology, 22(3), 273–285. https://doi.org/10.1037/ocp0000056

Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and work engagement: The JD-R approach. Annual Review of Organizational Psychology and Organizational Behavior, 1(1), 389–411. https://doi.org/10.1146/annurev-orgpsych-031413-091235

Chen, W., Li, X., & Zhang, Q. (2020). Workplace conflict, job stress, and performance disengagement: An empirical study. Journal of Applied Psychology, 105(2), 301–314.

Choi, Y., et al. (2020). Work stress and job satisfaction: The moderating effects of job autonomy and emotional demands. Journal of Vocational Behavior, 121, 103422. https://doi.org/10.1016/j.jvb.2020.103422

Coetzee, M., & Dyk, J. V. (2017). Workplace bullying and turnover intention: Exploring work engagement as a potential mediator. Psychological Reports, 121(2), 375–392. https://doi.org/10.1177/0033294117725073

Dall'Ora, C., Ball, J., Reinius, M., & Griffiths, P. (2020). Burnout in nursing: A theoretical review. Human Resources for Health, 18(1), 41. https://doi.org/10.1186/s12960-020-00469-9

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. Journal of Applied Psychology, 86(3), 499–512. https://doi.org/10.1037/0021-9010.86.3.499

Devonish, D. (2017). Dangers of workplace bullying: Evidence from the Caribbean. Journal of Aggression, Conflict and Peace Research, 9(1), 69–80. https://doi.org/10.1108/JACPR-05-2016-0228

Einarsen, S. V., Hoel, H., Zapf, D., & Cooper, C. L. (2020). Bullying and harassment in the workplace: Theory research and practice. Taylor & Francis.

Formica, S., & Sfodera, F. (2022). The great resignation and quiet quitting paradigm shifts: An overview of current situation and future research directions. Journal of Hospitality Marketing & Management, 31(8), 899–907. https://doi.org/10.1080/19368623.2022.2136601

Galanis, P., et al. (2023). The influence of job burnout on quiet quitting among nurses: The mediating effect of job satisfaction. https://doi.org/10.21203/rs.3.rs-3128881/v1

Ghani, U., & Razzaghian, M. (2014). Effect of workplace bullying on turnover intention. Business & Economic Review, 6(1), 40–51. https://doi.org/10.22547/BER/6.1.2

Hackman, J. R., & Oldham, G. R. (1980). Work redesign and motivation. Professional Psychology, 11(3). https://doi.org/10.1037/0735-7028.11.3.445

Hakanen, J. J., Bakker, A. B., & Schaufeli, W. B. (2006). Burnout and work engagement among teachers. Journal of School Psychology, 43(6), 495–513. https://doi.org/10.1016/j.jsp.2005.11.001

Hamouche, S., Koritos, C., & Papastathopoulos, A. (2023). Quiet quitting: Relationship with other concepts and implications. International Journal of Contemporary Hospitality Management, 1–16. https://doi.org/10.1108/IJCHM-11-2022-1362

Haryanto, B., Suprapti, A. R., Taufik, A., & Fenitra, R. M. (2022). Moderating role of transformational leadership in the relationship between work conflict and employee performance. Cogent Business & Management, 9(1). https://doi.org/10.1080/23311975.2022.2105578

Hobfoll, S. E., Halbesleben, J., Neveu, J. P., & Westman, M. (2018). Conservation of resources in the organizational context. Annual Review of Organizational Psychology and Organizational Behavior, 5(1), 103–128. https://doi.org/10.1146/annurev-orgpsych032117-104640

Jehn, K. A., & Mannix, E. A. (2001). The dynamic nature of conflict: A longitudinal study of intragroup conflict and group performance. Academy of Management Journal, 44(2), 238–251. https://doi.org/10.5465/3069453

Johnson, T. A., Roberts, L., & Smith, M. (2021). Workplace conflict, job stress, and employee disengagement: A moderating model. Journal of Organizational Behavior, 42(3), 589–602.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. Academy of Management Journal, 33(4), 692–724. https://doi.org/10.2307/256287

Lee, J., Kwon, H., & Lee, S. (2020). The effect of work conflict on job withdrawal behavior: The moderating role of job stress. International Journal of Human Resource Management, 31(7), 1029–1045.

Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: Recent research and its implications for psychiatry. World Psychiatry, 15(2), 103-111. https://doi.org/10.1002/wps.20311

Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. Annual Review of Psychology, 52(1), 397–422.

Park, H., & Kim, Y. (2019). The mediating role of job stress in the relationship between work conflict and employee commitment. Journal of Business Research, 104, 251-263.

Smith, P., & Brown, J. (2021). The relationship between work conflict, job stress, and quiet quitting behavior in organizations. European Journal of Work and Organizational Psychology, 30(4), 512-525.

Xueyun, Z., et al. (2023). Modelling the significance of organizational conditions on quiet quitting intention among Gen Z workforce. Scientific Reports, 13(1), 15438. https://doi.org/10.1038/s41598-023-42591-3